

WALLA WALLA DISTRICT

IMPLEMENTING THE USACE VISION



US Army Corps
of Engineers
Walla Walla District

LTC Donald R. Curtis, Jr.
District Engineer



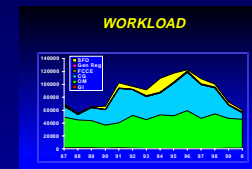
ALIGN FOR SUCCESS

INITIATIVE:

Reorient GI Program
to meet needs of
rural customers

DESCRIPTION:

Define who our customers are and the products they need. Watch pilot organizations for ideas and hold Planning accountable for performance (\$ IN vs. \$ OUT)



INTENT:

Improve the District planning process to capitalize on growth opportunities.

ASSESSMENT:

“So far, so good”

BASE CONDITION



TODAY

Customers

Traditional

- General Public
 - Power Administration
- Navigators/Ports
 - U.S. Congress

Potential

- Other Federal Agencies
 - Other Districts
- Tribes

Products

- O&M of existing dams
 - Navigation O&M improvements
 - Small-scale flood control projects
 - Engineering technical services
 - Contracting/Construction services
 - Law enforcement (ESA, CWA, etc.)
- Fish passage projects
 - Low/no-cost recreation

LESSONS LEARNED:

- Hard to get leaders to identify products and markets (what), customers and markets served (who), competitive advantages (why) and products and market priorities (where).
- Want to look at structure (turf).
- Some folks think studies are “ends” in themselves; lacked “project” focus.



RESHAPE CULTURE

INITIATIVE: Co-Op Outreach Program

DESCRIPTION:

Increase District diversity thru the Co-Op program by establishing targets for the number of students, supported by a special emphasis group, identifying colleges to recruit from, rewriting policy documents and aggressively executing the program.

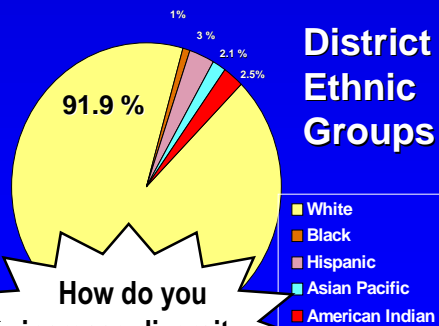
INTENT:

Build a quality, diverse and representative workforce to provide better service and mission accomplishment.

ASSESSMENT: “Quite Successful”

BASE CONDITION

TODAY



How do you
increase diversity
while downsizing?

LESSONS LEARNED:

- Much initial resistance to change in the culture.
 - Removed job guarantee.
 - Very visible affirmative action policy.
 - Centralized selection vs. supervisor control.
- After initial reaction, it's business as usual.



ENHANCE CAPABILITIES

INITIATIVE:

Increase Native American contracting

DESCRIPTION:

Establish an effective Native American contracting program by establishing working-level contacts with tribes, establishing tribal databases, reviewing and identifying contract opportunities and providing information seminars.

INTENT:

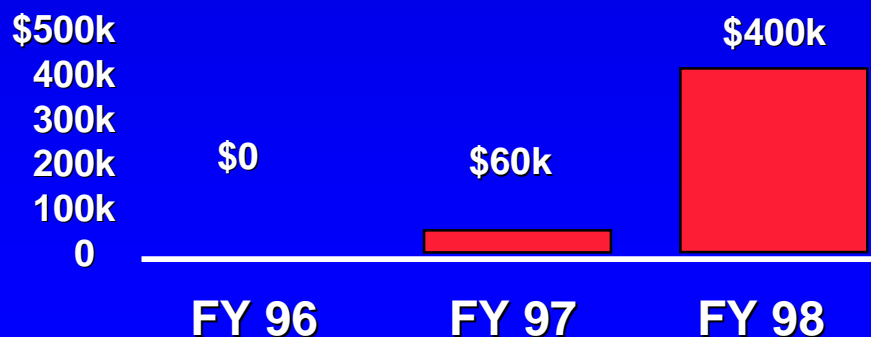
Leverage our capabilities, particularly in the cultural resources arena, thru tribal contracting.

ASSESSMENT:

“Quite Successful”

BASE CONDITION

TODAY



LESSONS LEARNED:

- Originally misunderstood the culture.
 - E.G. “Waive your sovereign immunity.”
- Accomplished the mission and eased tribal tension at the same time.
- More opportunities arising now that “we’ve cracked the code” and how to do it.



SATISFY THE CUSTOMER

INITIATIVE:
**Strategic
partnering with
the navigators**

DESCRIPTION:

Establish regular opportunities for interaction with CRTA, PNWA and Coast Guard as basis for providing federal navigation services, to include development of a comprehensive dredging program.

INTENT:

Bring customer (navigators and ports) into the problem-solving process to provide better service. Take “systems” vs. “project-by-project” approach.

ASSESSMENT:
“Getting Better”

BASE CONDITION

“Problem areas, and it should be noted that many of these are recurring problems that the CRTA has attempted the Corps to address for a number of years, are as follows...”

Chairman, CRTA Sep 96

TODAY

“Thank you for allowing the CRTA to participate in the Ice Harbor experiment. We really appreciate the opportunity to provide input and look forward to ...”

Chairman, CRTA Jul 97

LESSONS LEARNED:

- “Interests” are mutual, though “positions” may not be.
- Incorporating customer in the problem brainstorming process is good business when dealing with navigation issues.
- Take your customers to WES.



SERVE THE ARMY

INITIATIVE:

Incorporate congressional liaison office briefing on THE ARMY into next round of congressional updates

ASSESSMENT:

“Definite bust, unless ...”

BASE CONDITION

**Not
Considered**

TODAY

**Good
Intentions**

DESCRIPTION:

Get DA approved package and buy-in. District PAO to coordinate with USACE and DA PAO and legislative liaison staffs to prepare an information briefing for Congress and their staff.

INTENT:

Integrate Army message and vision into Corps' outreach.

LESSONS LEARNED:

- A “Bridge Too Far.”
 - Good start, but lost momentum.
 - Requires much coordination both vertically and horizontally.
- General public very receptive
 - What is “hook” for Congress?
- Note: OCLL Brief was a DA-driven “new members” pitch.